

CITY OF EL PASO DEPARTMENT OF PUBLIC HEALTH

# Annual Report 2009

Where Health Knows No Borders





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# LETTER FROM THE PUBLIC HEALTH DIRECTOR



Michael Hill, MPH, MPA,  
FACHE  
Director of Public Health

Mr. Hill has been the Director of Public Health since May 2008. He has a Bachelor's of Science in Biology, a Master's in Public Administration, a Master's in Public Health and is currently working on a Doctorate in Health Administration.



In order to keep our citizens informed, the City of El Paso Department of Public Health is pleased to present our Annual Report for fiscal year 2009. Our department was created on January 1, 2008, and this was our first full fiscal year as a department of El Paso city government. It was a busy year as we, along with our public health colleagues around the world, responded to an Influenza Pandemic while continuing to provide all of our other services to the community.

On the following pages, you will find brief descriptions of our major programs along with some of their accomplishments during the year. We are also including some health statistics and a financial report to show how we did during fiscal 2009. Please read over this information and make sure to visit our web site: <http://www.elpasotexas.gov/health> to obtain further details.

I, along with my leadership team and our 378 employees are proud to serve the public health needs of the City of El Paso and the other jurisdictions we serve through inter-local agreements: Anthony, Clint, Horizon City, Socorro, Vinton, and the unincorporated areas of El Paso County. Protecting the nearly 800,000 people in these areas from disease is a challenging job; but a job we take on proudly.

My staff and I thank you for your support in fiscal year 2009 and look forward to serving you in the coming years.

**MISSION STATEMENT:** To promote, ensure and improve the health and wellness of the El Paso community.



## LETTER FROM THE PUBLIC HEALTH AUTHORITY



Hector I. Ocaranza, M.D.  
Public Health Authority

Dr. Ocaranza received his medical degree in Mexico and completed his pediatric residency at Texas Tech University. He has been in private practice as a pediatrician since 2000.

The Health Authority is a position designated by the Texas Administrative code with the responsibility of providing expert advice to the Health Director to keep our community healthy. Should an epidemic strike our city or county I will be in constant contact with the Director to provide the most appropriate advice and course of action to prevent damage and complications from such ailments.

This past year we focused mainly on one virus: H1N1. This variant of the Influenza A virus that originally derived from swine, but in reality had genetic material from swine, bird and human flu, came to our community during the Spring of 2009. We had to learn everything about this virus and we needed to make sure our community was protected. Our department was extremely busy and despite some difficulties, we learned from those challenges and we were able to manage this situation favorably. Our community experienced a rather mild disease with the mortality rate comparable to a regular flu season. We did not have to disrupt schools or businesses by closures and our basic hygiene campaign was a success.

The H1N1 virus brought along one very important accomplishment, the creation of bonds with key community stakeholders and the strengthening of existing relationships with state officials, other city departments and our Office of Emergency Management. Rest assured that we will continue to act appropriately against any biological incident that presents in our community.





El Paso, Texas is located in far West Texas along the U.S./Mexico border with only a small river dividing the two countries. The county of El Paso is also bordered by the State of New Mexico and the State of Chihuahua, Mexico. Its unique location creates many challenges for health surveillance and prevention efforts.

The Department of Public Health was established on January 1, 2008 when it became a City department. The function of the department is to provide a safety net to the community as a whole and in particular to those residents that have difficulty helping themselves. There are twelve programs within the department that serve not only the City of El Paso, but also five smaller municipalities and the unincorporated parts of El Paso County.



# DEMOGRAPHICS

## Population:

### Estimated population:

742,062 (2008)\*

**Median age:** 31 years (2008)\*

**Gender:** 51.9% female and 48.1% male (2008)\*

**Population is Hispanic or Latino:** **81.3%** (2008)\*

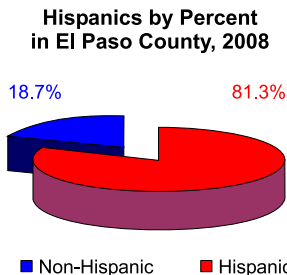
**Population lives below the federal poverty level:** 28.2% (2008)\*

### Annual per-capita income:

\$15,492 (2007)\*\*

### Population is uninsured:

**39.9%** (2006)\*\*\*



## Maternal, Infant & Child Health:

**Prenatal Care:** **55.9%** of pregnant women in the first trimester (2005)\*\*\*\*

**Infant Mortality:** 5.2 deaths per 1,000 live births (2004)\*\*\*\*

**Low Birth Weight:** 8.8% of all infants (2005)\*\*\*\*

**Pre-term Birth:** 14.0% of all infants (2004)\*\*\*\*

**Teen Pregnancy:** 6.2 per 1,000 births were to adolescents less than 18 years old (2005)\*\*\*\*

## Adult Health:

**Diabetes:** 74 cases per 1,000 people (2005)\*\*\*\*

- **Diabetes Death rate:** **46.4%** (2005)\*\*\*\*

**Cancer:** 167.4 cases per 100,000 people (2005)\*\*\*\*

**Heart Disease:** 139.7 cases per 100,000 people (2005)\*\*\*\*

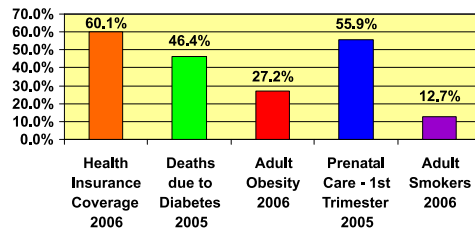
**Stroke:** 39.3 cases per 100,000 people (2005)\*\*\*\*

**Adult Obesity:** **27.2%** of the adult population (2006)\*\*\*

**Adult Asthma:** 7.8% of the adult population (2007)\*\*\*\*\*

**Smokers:** **12.7%** of adults are considered smokers (2006)\*\*\*

**Health Statistics for El Paso County**



## References:

\*U.S. Census Bureau, 2008 estimates

\*\*U.S. Bureau of Labor Statistics, 2007

\*\*\*Centers for Disease Control and Prevention (CDC). *Behavioral Risk Factor Surveillance System Survey Questionnaire* (BRFSS), 2006

\*\*\*\*Texas Department of State Health Services, Center for Health Statistics, 2005

\*\*\*\*\*Centers for Disease Control and Prevention (CDC): National Center for Health Statistics, 1999-2005

\*\*\*\*\*Texas Department of State Health Services, Infectious Disease Control Unit, 2006



The Animal Services Shelter was built in 2005.



**Only about 25% of pets in El Paso are registered/vaccinated and even less are microchipped.**

**On average, 25,047 animals were impounded each year from 2002-2008.**

**The Animal Services shelter houses 350 to 400 animals every day of the year.**

## Services

- Impound stray, wild, and unwanted animals
- Investigate animal bites
- Investigate cases of animal neglect and abuse
- Provide education to the public
- Provide adoption services
- Provide free sterilization surgeries
- Issue permits

## Year in Review

- 23,901 Impoundments
- 75% Euthanasia rate
- 1,632 Adoptions
- 2,085 Animals returned to owner
- 96,650 Licenses/Registrations
- 3,620 Pet sterilizations

## Looking Forward

- Hire an Operations Manager
- Produce a DVD collection of training/policy and procedures
- Work with the Animal Welfare Advisory Committee to improve animal issues in El Paso



## Services

The Department of Public Health Call Center offers information, referrals, and appointments to social/medical agencies while maintaining outstanding, friendly, prompt, and professional customer service. The Call Center primarily serves the WIC Program and the 2-1-1 Texas Information and Referral Center.

## Year in Review

- Each employee answers between 50-100 calls per day
- Talk time is below 3 minutes per call.
- In FY 2009, 2-1-1 received approximately 48,000 calls and WIC received 120,000.

## Looking Forward

FY 2010 will provide a better work environment for all staff and an increase in outreach efforts for the programs, particularly to the military and the working population.

Outreach services is gearing up to have a five fold increase in face to face contact with clients, businesses, partners, and medical/social services.



The Department of Public Health Call Center will be instrumental in the event of a health emergency by serving as a hotline for important information.



# DENTAL PROGRAM



The new Rawlings Dental Clinic began operations in December 2007.



The El Paso Oral Health Coalition assists the Dental Program to serve low income children by identifying local dentists willing to volunteer their time and services.

## Services

- Dental examinations and x-rays
- Preventive treatment: cleaning, fluoride application, and sealants
- Restorative treatment: fillings, stainless steel crowns, extractions, space maintainers, and pulpotomies
- Appointments preferred but emergency walk-ins are accepted
- Sliding fee schedule

## Year in Review

- Provided outreach clinics to 3 school districts
- Expended 100% of grant funds; generated \$722,000 in revenue to support the program
- Provided over 13,000 preventative care procedures

## Looking Forward

- Provide additional outreach services in the outlying communities
- Enhance the dental program by adding additional personnel
- Enhance the "Oral Health Component" within local schools by evaluating children and providing sealants





The mission of the Epidemiology Program is to minimize, contain, and prevent adverse health issues and conditions resulting from communicable diseases; food, water, and vector-borne outbreaks; infectious diseases; environmental health hazards; biological threats; and public health disasters.

## Services

- Detect and investigate notifiable diseases, outbreaks, and emerging infections
- Provide prevention-focused education
- Institute control measures to reduce and prevent the impact of disease

## Year in Review

- 10,282 Diseases reported and 1,233 case investigations
- 15 Cluster/Outbreak investigations
- 4,932 Incoming Calls

## Looking Forward

- For FY 2010, funds (\$100,000) provided by the Early Warning Infectious Disease Surveillance project will enable the enhancement of active surveillance and epidemiological capabilities in El Paso.



In FY 2009, the following notifiable conditions were reported: 2,634 Infectious diseases, 1,424 Environmental diseases, 247 Vaccine-Preventable diseases, 218 Foodborne diseases, 61 Zoonotic diseases, and 27 Waterborne diseases.



Food Inspector taking the food temperature at a restaurant in our community



In FY 2009, the Food Inspection program conducted 8,919 inspections and educated 16,932 food handlers and 1,567 food managers.

There were only four cases of confirmed food-borne illness in El Paso County.

## Services

- Inspections of food establishments
- Food Handler Education courses
- Food Protection Management courses
- Complaint investigation of food establishments

## Year in Review

- Amended Chapter 9.12 Food and Food Handling Establishments Ordinance
- Trained 9 new inspectors
- Operated within set budget

## Looking Forward

- Meet FDA National Food Program Standards (Standard #1 and 6)
- Inspectors to Complete Food and Drug Administration, Office of Regulatory Affairs University Curriculum
- Implement ACCELA Automation Computer System
- Initiate Public Access to Electronic Inspection System
- Create a High Performance Award for Food Establishments Scoring 95+ on last three inspections
- Establish Criteria for Safe Outdoor Food Vending in the Downtown Area
- Survey Food Managers to Obtain Critical Performance Input



# HEALTH EDUCATION and PROMOTION



Health Education Training Specialist teaching at a Texas Association for Health, Physical Education, Recreation and Dance (TAPHERD) Conference for Nurses, Coaches and Health Teachers at one of our community's high schools.



Health Education and Promotion was awarded three grants during FY 2009 for a total of \$492,324.00. Grants include:

1. Child Injury Prevention
2. Comprehensive Sexual Health
3. Tobacco Awareness and Prevention

## Services

Provide educational presentations on various health related issues:

- Child Injury Prevention
- Sexual Health Education
- Tobacco Awareness and Prevention
- Personal Hygiene
- Nutrition/Exercise

Coordinate and participate in health fairs

## Year in Review

- 1,629 Presentations
- 80,118 Attendance at presentations
- 24 Health Fairs
- 7,451 Outreach at health fairs

## Looking Forward

- Coordinate HIV Prevention Services for the community
- Search for and apply for additional health education grants
- Evaluate existing programs to improve content and customer service



# IMMUNIZATION PROGRAM



Employee immunizations provided by the Immunization Program staff June 4, 2009. We screened 27 employees from all departments and provided anywhere from 6 to 8 immunizations per employee.



Screened clients has increased by 3% compared to FY 2008

Current Immunization rate for El Paso is 77.4% compared to the Texas rate of 77.3%

## Services

- Infant/Child/Adult vaccines to all uninsured/underinsured population
- Travel vaccines
- Hepatitis B Perinatal case management
- Seasonal Influenza and Pneumococcal immunization
- Texas Vaccines For Children (TVFC) vaccine distribution

## Year in Review

- Administered 126,571 doses
- Screened 45,374 clients
- Department of State Health Services audits were 90% or better for all 5 clinics

## Looking Forward

- Increase Immunization rate for children ages 19-35 months
- Increase Immunization rate for adolescents/adults by collaborating with other agencies
- Work towards reaching 2010 goals for immunizing children and adults



Microbiologist testing patient specimens for the bacteria that cause tuberculosis. Analysis includes identification and drug susceptibility. The lab is the only local facility with the ability to test for sensitivity to several antibiotics. This information is especially helpful in treating patients found to be resistant to one or more drugs.



Following training at the Centers for Disease Control and Prevention (CDC) and validation of methods, the laboratory was qualified for novel H1N1 influenza testing.

## Services

Laboratory testing for:

- Dairy
- Emergency Preparedness
- Food
- Influenza
- Mycology
- Potable water
- Rabies
- Recreational water
- STDs (HIV, Chlamydia, etc.)
- Tuberculosis

## Year in Review

- Received certifications from NELAP (potable water) and CLIA (patient specimens)
- Analyzed dairy samples from Mexico as part of a pilot program

## Looking Forward

Increase ability to respond to foodborne illnesses by performing DNA "fingerprinting". This allows public health labs to recognize similar strains of bacteria and separate outbreak-associated cases from sporadic cases or to identify a common source.





Strategic National Stockpile Anthrax Tabletop Exercise held on June 17, 2009 at the Department of Public Health. Those attending included personnel from the Department of Public Health, Ysleta del Sur Pueblo, El Paso Office of Emergency Management, El Paso County Sheriff's Office, American Red Cross, New Mexico Department of Health, William Beaumont Army Medical Center, UTEP, Department of State Health Services (DSHS), and Texas Division of Emergency Management.



El Paso's Extreme Weather Task Force was selected as a model practice program by the National Association of County and City Health Officials (NACCHO) at the 2009 National Conference.

## Services

- Coordinate response activities during public health threats and emergencies.
- Provide technical assistance to partners.
- Train staff and partners in emergency preparedness; conduct exercises, drills to test and improve capabilities.
- Promote emergency preparedness education to staff, partners and the public.

## Year in Review

- Awarded \$196,339 by DSHS for discretionary funding projects.
- Participated/Conducted Preparedness Exercises:
  - 3-Tabletop Exercises
  - 1-Full-Scale Exercise
  - 11-Drill Exercises

## Looking Forward

- Assist medical community to augment H1N1 vaccine distribution beginning Fall 2009
- Enhance the Department's Operation Center.
- Increase preparedness education for staff, agencies and the community.
- Improve local planning and response efforts by developing and nurturing existing partnerships.



# SEXUALLY TRANSMITTED DISEASES (STD) PROGRAM



Above: Medical Assistant drawing blood for HIV and Syphilis tests during patient interview.

Below: STD Staff explaining STD's to a student at a Health Fair.



## Services

- Provide testing for HIV, Syphilis, Gonorrhea, Chlamydia and Trichomoniasis
- Provide treatment for Syphilis, Gonorrhea, Chlamydia, Trichomoniasis, Herpes, Molluscum Contagiosum and HPV
- Provide pap smears and adult vaccinations

## Year in Review

- Over 6,000 patient visits
- Over 2,500 STD treatments provided
- Over 17,511 phone calls received and made
- Over 1,000 disease preventable adult vaccines given

## Looking Forward

- More opportunities to educate and test the citizens of the El Paso community
- Continue to provide quality, cost-effective, and convenient testing in an effort to reduce sexually transmitted infections



The STD program works with community partners and conducts outreach services to decrease the incidence of STDs in the community.



# TUBERCULOSIS (TB) PROGRAM



Directly Observed Therapy (DOT) is a cornerstone of effective Tuberculosis treatment. DOT workers deliver medication to and observe patients taking medication all over El Paso County. In FY09 6,544 visits were made throughout El Paso County.



**TB Binational Case Management received a “Promising Practice” award from the National Association of County & City Health Officials Model Practice Program.**

**The Program was recognized by the Test Texas HIV Coalition as an innovative program because of its HIV testing.**

## Services

- Diagnosis and treatment of Tuberculosis Disease and Infection
- Directly Observed Therapy
- Case Management of patients with TB Disease
- Surveillance and Contact Investigation to identify hidden cases of TB
- Community educational presentations
- TB Consultation and referral

## Year in Review

- Multiple Drug Resistant patients were treated in an outpatient setting
- 41 patients were treated for active TB disease
- 365 patients were treated for latent TB infection
- Contact investigations involved schools, jails and bus companies

## Looking Forward

- Expansion of Medicaid services
- In conjunction with the US-Mexico Border Health Association, initiate a new TB Photovoices project to give people affected by TB a voice in our community



# WOMEN, INFANTS and CHILDREN (WIC) PROGRAM



The WIC Food Package is changing after 30 years to meet the nutritional needs of clients during critical stages of development. The package includes fruits and vegetables, whole grains, baby foods and tofu food.

A new WIC logo shown above was chosen to represent the changes.



**El Paso WIC was one of 19 agencies in Texas that met Healthy People 2010 Goals for having more than 75% of women initiate breastfeeding.**

## Services

- Supplemental nutrition program for pregnant women, new mothers, parents, and care providers of infants and children
- Nutrition education, high risk counseling, and breastfeeding support
- Social and medical referrals
- Nutritious foods
- 16 facilities and 1 mobile unit serve El Paso and Hudspeth counties

## Year in Review

- 68,117 clients served
- 3,222 food demonstration class attendance
- 7,257 nutritionist counselings and 1,566 high-risk counselings
- 3,600 breast pumps issued
- 192,559 nutrition education encounters

## Looking Forward

- Food package changes begin October 1, 2009
- Better promotion and support for long-term breastfeeding
- Establish services at various hospitals for new mothers
- Partner with libraries and TX Agrilife to provide alternative forms of nutrition education
- Open or expand services in Ft. Bliss, Five Points, Mission Valley, and far Northeast El Paso.
- Implement client-centered Nutrition education



## Funding Streams for FY 2009

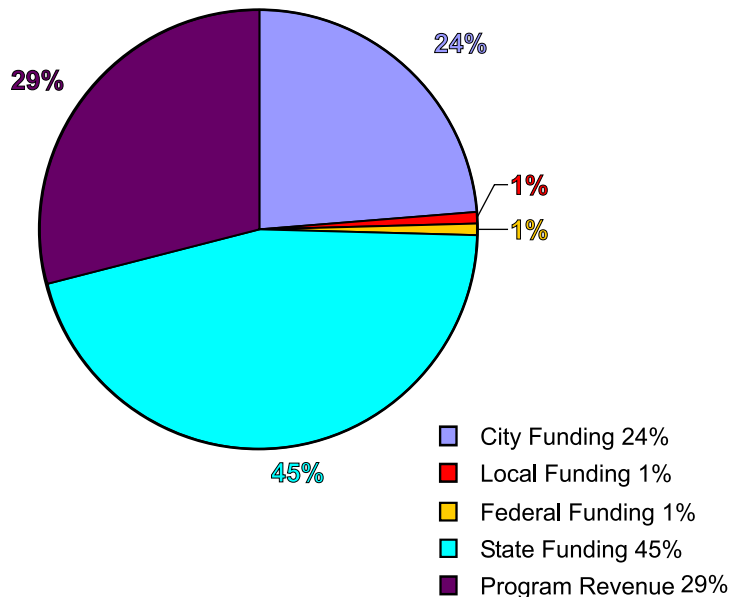
The Department of Public Health generates \$5.7 million dollars in revenue and \$8.9 million dollars come from The Department of State Health Services. Local tax dollars from the City of El Paso contribute to 24% (\$4.7 million dollars) of the Department's budget.

State Funding through DSHS:	\$8,953,274
Program Revenue:	\$5,748,086
City of El Paso:	\$4,703,116
Local Foundation Grant:	\$169,746
Federal Funding:	\$147,854
<b>Total Funding:</b>	<b>\$19,722,076</b>



In FY 2009 the Fiscal Services department transitioned all grant tracking mechanisms to Ecivis. This Internet based software allows the Division to upload all necessary documentation related to grants in the Department of Health and allows for better oversight from the City Comptrollers office, DSHS and within our division. The Ecivis system also allows us to maintain an electronic file on each grant thus eliminating the need for paper files for grants.

**Funding Streams**



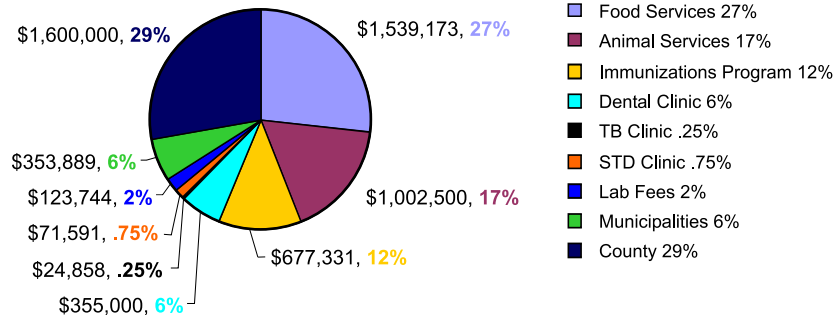




## Revenue by Program

The Department of Public Health generates \$5,748,086 through services provided to clients in the City of El Paso and surrounding county and municipalities. The top revenue generating programs are Food Inspection with \$1,539,173 and Animal Services with \$1,002,500.

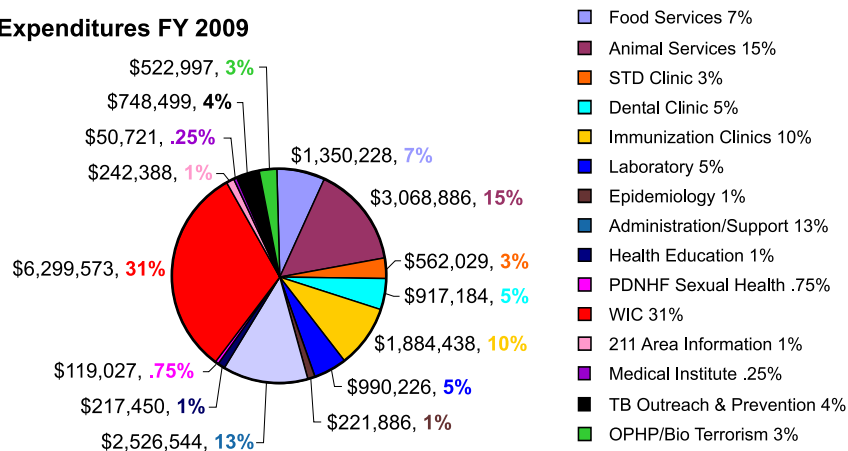
Revenue by Program



## Expenditures FY 2009

The Department of Public Health has 23 different programs. Services range from Dental Clinics, to Women, Infants and Children (WIC) services. The largest program is the WIC program with an operating budget of \$6,299,573 followed by our Animal Services program with an operating budget of \$3,050,042. For Fiscal Year 2010 we are hoping to gain 3 new grants totaling a little over \$1.2 million dollars.

Expenditures FY 2009





# STAFFING FISCAL YEAR 2009 = Total 378

## **ADMINISTRATION: Total 19**

### **Director's Office: 3 FTE\***

#### **1-Health Director**

- 1-Health Assistant Director
- 1-Administrative Assistant

### **Financial Services: 12 FTE\***

- 1-Admin. Services Manager
- 2-Accounting/Payroll Specialists
- 2-Accountants
- 1-Medical Billing Supervisor
- 1-Accounting Manager
- 1-Customer Relations Clerk
- 2-Stores Clerks
- 1-Materials Supervisor

### **Human Resource: 4 FTE\***

- 1-Human Resources Manager
- 1-Human Resources Specialist
- 2-Accounting/Payroll Clerks

## **ANIMAL SERVICES: Total 67**

### **1-Deputy Director of Public Health**

#### **Animal Services: 67 FTE\***

- 4-UF Animal Services Officers
- 20-Animal Services Officers
- 13-Animal Services Attendants
- 4-Veterinary Technicians
- 2-Clerical Assistants
- 1-Health Education Specialist
- 8-Customer Relations Clerks
- 5-Veterinarians
- 2-Senior Animal Services Officers
- 3-Animal Services Shift Supervisors
- 1-Accounting/Payroll Clerk
- 1-Senior Animal Services Attendant
- 1-Animal Services Manager
- 1-Accounting/Payroll Specialist

## **CLINICAL SERVICES: Total 220**

### **1-Deputy Director of Public Health**

#### **Call Center: 16 FTE\***

- 1-Health Education Specialist
- 1-WIC Services Specialist
- 10-Senior Office Assistants
- 1-Military Outreach Specialist
- 1-Information Specialist
- 2-Office Supervisors

#### **Dental Program: 13 FTE\***

- 1-Office Manager
- 4-Dental Assistants
- 2-Dental Hygienists
- 1-Senior Office Assistant
- 2-Public Health Dentists
- 1-Dentist
- 1-Senior Dentist
- 1-Administrative Assistant

#### **Immunization Program: 42 FTE\***

- 4-Licensed Vocational Nurses
- 15-Clinical Assistants
- 7-Medical Assistants
- 5-Public Health Nurses
- 1-Office Supervisor
- 6-Senior Office Assistants
- 1-Secretary
- 1-Customer Relations Clerk
- 1-Nursing Program Manager
- 1-Public Health Specialist

#### **STD Program: 9.5 FTE\***

- 1-Nursing Program Manager
- 1-Public Health Supervisor
- 3-Medical Assistants
- 1-Senior Public Health Specialist
- 2-Public Health Specialists
- 1-Public Health Nurse
- .5-Pharmacist STD

## **CLINICAL SERVICES: continued**

### **TB Program: 14.5 FTE\***

- 1-Nursing Program Manager
- 3-Senior Office Assistants
- 2-Public Health Nurses
- 2-Public Health Specialists
- 1-Clinical Assistant
- 3-Public Health Aides
- 1-Accounting/Payroll Specialist
- 1-Nurse Supervisor
- .5-Pharmacist TB

### **WIC Program: 125 FTE\***

- 1-WIC Patient Services Coordinator
- 6-Senior Office Assistants
- 54-Clinical Assistants
- 9-Nutritionists
- 10-Breastfeeding Counselors
- 14-Certifying Authorities
- 16-Health Education Specialists
- 4-WIC Services Managers
- 1-Nutrition Services Manager
- 1-Accounting/Payroll Specialist
- 3-Senior Nutritionists
- 1-Breastfeeding Coordinator
- 2-Office Supervisors
- 1-Lactation Consultant
- 1-Senior Secretary

## **COMMUNITY HEALTH SERVICES: Total 70**

### **1-Deputy Director of Public Health**

#### **Epidemiology: 5 FTE\***

- 1-Epidemiologist
- 2-Disease Surveillance Specialists
- 1-Public Health Specialist
- 1-Senior Office Assistant

## **COMMUNITYHEALTH**

### **SERVICES: continued**

#### **Food Inspection: 29 FTE\***

- 1-Code Compliance Manager
- 6-Code Compliance Inspectors
- 1-Data Management Supervisor
- 4-Customer Relations Clerks
- 12-Associate Code Compliance Inspectors
- 3-Code Compliance Supervisors
- 2-Customer Relations Representatives

#### **Health Education & Promotion: 10 FTE\***

- 1-Health Training & Promotions Manager
- 5-Training Specialists
- 1-Senior Secretary
- 1-Health Education Supervisor
- 1-Graphics Technician
- 1-Tobacco Prevention Specialist

#### **Laboratory: 19 FTE\***

- 1-Laboratory Services Manager
- 2-Microbiology Supervisors
- 1-Acting Microbiology Supervisor
- 9-Microbiologists
- 3-Senior Microbiologists
- 1-Secretary
- 1-Act Senior Microbiologist
- 1-Senior Office Assistant

#### **Public Health Preparedness: 7 FTE\***

- 1-Public Health Preparedness Coordinator
- 1-Epidemiologist
- 1-Public Health Preparedness Planner
- 1-Code Compliance Inspector
- 1-Training & Development Coordinator
- 1-Public Health Specialist
- 1-Secretary

\*FTE: Full-Time Employees



## CORE VALUES

**Honesty & Integrity**–The highest standards of honesty and integrity will never be compromised for any reason.

**Performance**–The highest levels of performance and competence will be expected from all employees. We will establish goals and routinely measure our performance.

**Customer Service**–We will provide “World Class” customer service. We will make every effort to communicate what we can do for a citizen/customer as opposed to what we cannot do.

**Continuous Improvement**–We will work diligently to continuously evaluate and improve the services that we provide to our citizens.

**Teamwork**–The concept of teamwork, throughout the organization, will be encouraged and expected.

**Respect**–We will treat our clients, customers and each other with respect and dignity at all times.

**Innovation**–We will solicit and encourage new ideas from all levels of the organization with the understanding that input from every employee is of value.

**Enforcement**–We will enforce the law in a fair, equitable and consistent manner.

**Collaboration**–We will cultivate partnerships and collaborate with individuals, groups, and agencies in the interest of improving public health services to our constituents.

**Communication**–We will foster an environment of open communication throughout the organization and with the community.

**Embracing Change**–We will be a flexible organization that will initiate and embrace change as needed.

**Learning Through Experience**–We will learn from our failures and celebrate our successes.



*Where Health Knows No Borders*